

31 March 1971

MEMORANDUM FOR : 25X1A  
[redacted] CPB/OL  
FROM : Support Services Historical Office (SSHO)  
SUBJECT : Review of draft paper on Central Processing  
Branch

1. I am returning a slightly revised version of the subject paper for your review. The purpose of the revisions has been to pull some of the information from the Appendixes into the body of the text, and there were a few other minor editions.

2. If you have no objections to the paper in its revised form, please return it to me and I will pass it on to our senior editor to prepare for publication. You need not retype the paper at this time.

3. If you have any questions, please call me.

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SUPPORT SERVICES  
OFFICE OF PERSONNEL  
BENEFITS AND SERVICES DIVISION  
CENTRAL PROCESSING BRANCH

1951 - 1971

PREPARED BY

25X1A

~~1~~ March 1971

30 April

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FOREWORD

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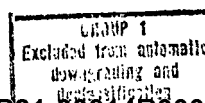
Although it does not appear in the text, any history of the Central Processing Branch would be incomplete without due recognition of the accomplishments of Mrs. [REDACTED]. She entered on duty with OSS 22 February 1942 as a telephone operator and retired from the Agency 27 October 1961. During this period, she made such an outstanding contribution to the foreign travel activities that she was well recognized as one of the Agency's leading authorities on the subject. At the time of retirement she was Chief of the [REDACTED] Section (now [REDACTED] Section).

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CENTRAL PROCESSING BRANCH\*

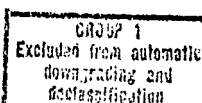
I. Introduction

It is evident that in the early days of the Agency, travel processing was not well stabilized. During the period 1947 - 51 responsibility was centralized and decentralized a number of times.

In 1947 the method of processing travelers was decentralized. The individual was required to report first to the Personnel Division, Office of Special Operations (OSO), then to the [ ] and [ ] Sections of the Finance Division, and finally to the Transportation Division. Since each of these Offices was located in a different area, the traveler was inconvenienced; the period of processing was lengthy and time consuming; and in the separate briefings, Offices often gave conflicting information.

\* Most of the information contained in this report derives from the personal experiences of the author who served as Chief CPB for more than 13 years, including consecutive service in that capacity from November 1959 until the present (April 1971). Other senior personnel assigned to the Branch are identified in Appendix A.

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This system of processing remained in effect during the changeover from Personnel Division, OSO, to Covert Personnel Division, CIA, and continued during the early days of the Special Support Staff, established in 1949 under the Executive for Administration and Management, CIA.

It is believed that complaints from Operating Components, concerning duplication of effort in briefing and abnormal amount<sup>2</sup> of time for processing, influenced a change. In mid 1950 the functions and personnel in the Special Support Staff involved in travel processing were merged into a single group. There is no doubt in the mind of the author that more efficient processing resulted.

In late 1950 it seemed to be fashionable to have clear demarcation of functional lines of responsibility. Consequently the specialized functions connected with personnel, transportation, finance, etc., were again performed by the separate Offices, and the method for processing travelers reverted to the system that had already proven ineffective. The same problems arose and again complaints from operating components, similar to those noted previously, poured

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in. This condition existed until mid 1951, when the DD/A decreed a comprehensive realignment of the transportation functions of the Agency.

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## II. Chronological Narrative

Central Processing Branch (CPB) was established under the Assistant Director (Personnel) by CIA

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(5) Establishment and Responsibilities of Central Processing Branch.

- (a) Effective with the date of this directive there is established a Central Processing Branch under the supervision of the Assistant Director (Personnel).
- (b) The Central Processing Branch will be responsible for the coordination of all phases of travel operations to meet requirements for the Agency.

Pending establishment of an official Table of Organization (17 January 1952) providing for  positions,\*\* personnel who had been involved in travel processing were detailed to CPB from the Offices of Personnel, Logistics, Finance, Security and the Medical Staff. The Branch was charged with the responsibility for obtaining passports and visas for travelers at

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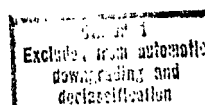
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\* See Appendix B. The reference to Central Processing Branch is a small segment in the overall regulation. The complete regulation is included here to provide the reader with some idea of the magnitude of the processing problem for overseas personnel.

\*\* See Appendix C.

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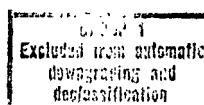
headquarters. Responsibility for documentation for out-of-town travelers, mostly dependents, rested with the Transportation Division, Office of Logistics. Also, although travelers' itineraries and the paperwork necessary for shipment and storage of personal property were prepared by CPB, the reservations and arrangements for moving personal property were handled by the Transportation Division.

Differences between the Office of Personnel and the Office of Logistics over the apparent overlapping of responsibility continued until 22 July 1953 when the Deputy Director, Administration, assigned to CPB responsibility for documentation of all travelers and procurement of transportation. Responsibility for movement of personal property remained with the Transportation Division, Office of Logistics. The Director of Logistics, Mr. James Garrison, was quite frank in expressing his opinion of the shared responsibilities as follows:\*

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\* See Appendix D.

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*Concurrences?*

I have signed attached delegation of authority in compliance with the directive of the ADDA. Although I do not concur with the organization herein proposed, because I am of the opinion that it violates the principles of centralized administration, this Office will render all possible assistance to make the plan work.

25X9 After the transfer of personnel brought by the July 1953 action of the DD/A, CPB had a total authorized complement of [ ] and one person each on detail from the Medical Staff and the Office of Security. The official Table of Organization approved 19 November 1953 provided four sections in the Branch -- [ ]

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[ ] Sections. The [ ] Section had a staff of two people. It had responsibility for briefing and processing all staff agents and their dependents for overseas movement. Also, [ ] serving in an advisory capacity, when requested, in connection with the technical and administrative details of movements of covert individuals and their dependents overseas.

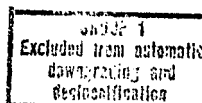
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The Medical Technician, along with his duties, was recalled to his parent office in the spring of 1954. It was believed, apparently, that this would

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permit better utilization of his time.\* In September 1954 the Branch was reorganized; some travel-counseling functions of the Office of the Branch Chief were moved to the [ ] Section. The duties of the [ ] Section were distributed among the other elements of the Branch, thereby eliminating the [ ] Section.

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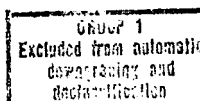


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\* The Security technician was recalled to OMS in 1957.

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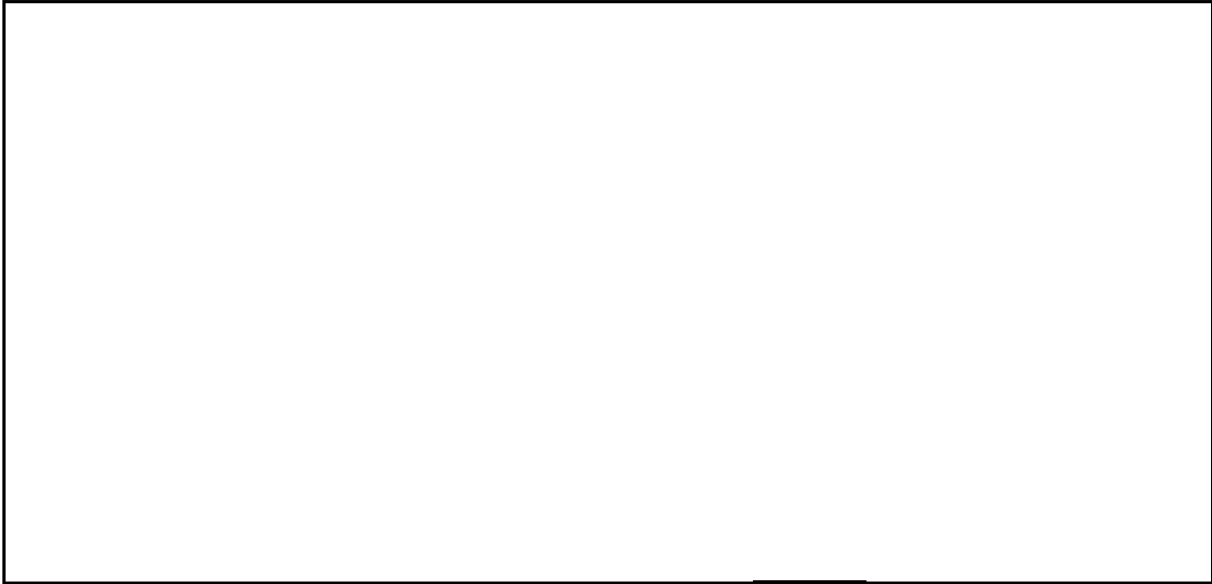


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Office of Personnel Memorandum   dated

14 September 1961, added a new dimension to the Branch's activities, charging CPB with responsibility for preparing travel vouchers and arranging cash settlements for candidates for employment invited to headquarters for interviews.\* This has been an active program providing needed assistance to candidates who might be short of funds. From just over 1,000 invitee claims during the initial year of operation, the program hit a peak of more than 3,100 claims in 1967; and in 1970 it was down to about 1,600 claims.\*\*

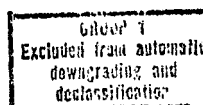
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\* See Appendix E.

\*\* See Appendix F.

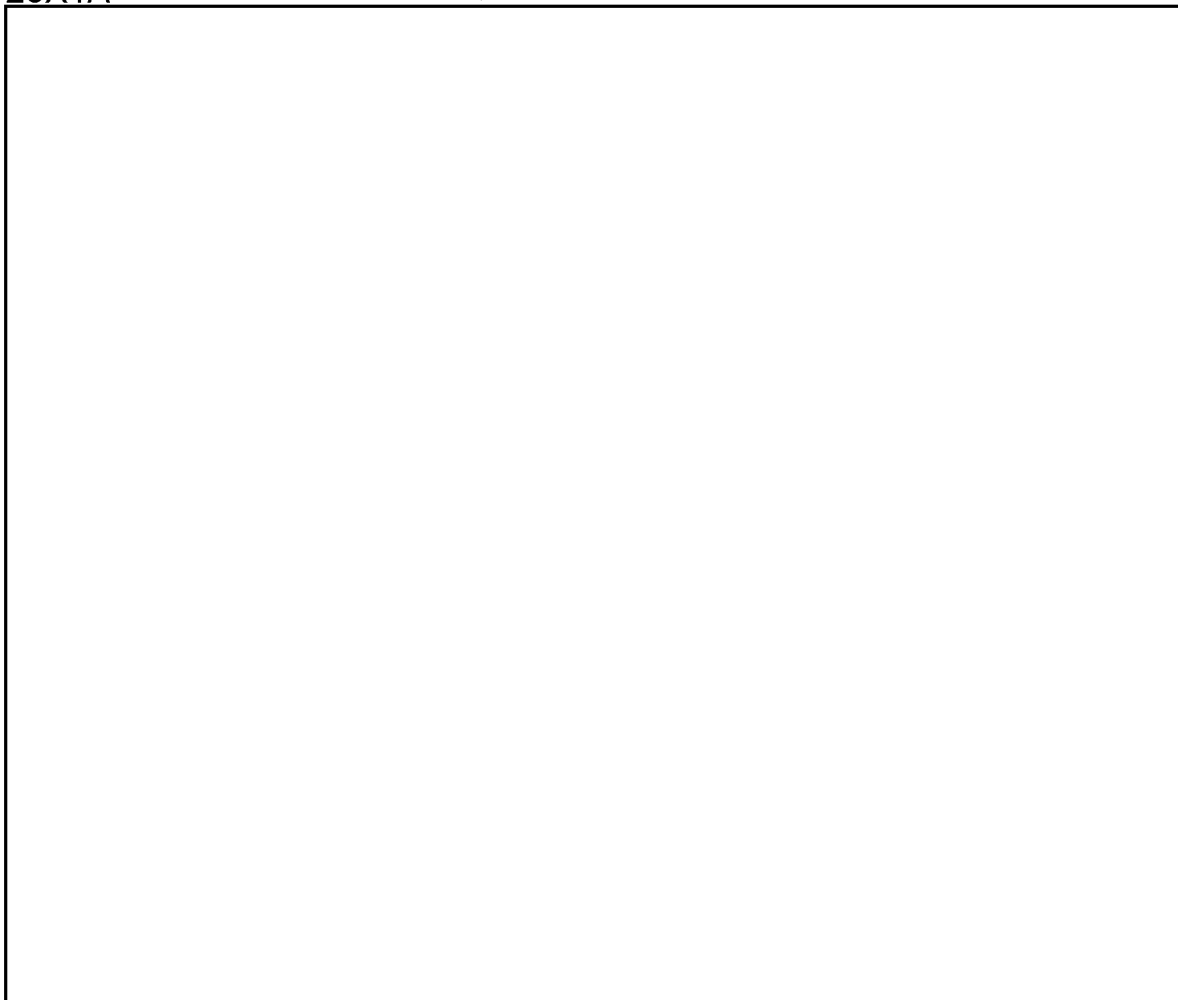
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CPB acquired responsibility for movement of personal effects when the DD/S transferred the [redacted] Section, Office of Logistics to the Office of Personnel.\*\* The multitude of problems -- dependents' transportation, movement of household goods, and

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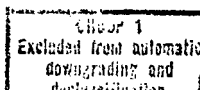
\* See Appendix G.

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[redacted]

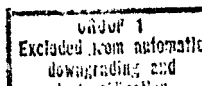
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shipment of automobile -- which had been factors in some of the differences between Personnel and Logistics in the early 1950's were now truly centralized in CPB.

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### III. Functions and Responsibilities

CPB is comprised of personnel, finance, and logistics technicians charged with responsibility for assisting persons engaged in official travel to the maximum possible extent, compatible with cover and security. This assistance involves areas of salary, allowances, per diem, insurance, reservations, tickets, baggage, household effects, automobiles, passports, cover orders, visas, identity card, and invitational travel claims. The T.O. for the Branch in early 1971 was roughly double the size of the T.O. at the time CPB was formally established.\*

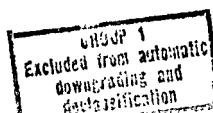
Upon receipt of an Agency travel order for foreign travel, the traveler will be called by a CPB technician who will advise him of the assistance available and invite him to make use of CPB's services. Specific functions performed for overseas travelers utilizing nominal official cover included the following:

1. Obtaining passports
2. Obtaining visas

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\* Compare Appendix H with Appendix C.

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5. Making travel reservations


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7. Purchasing tickets

8. Preparing government bills of lading

9. Arranging shipment and storage of household effects

10. Arranging shipment of personal and  vehicles

11. Arranging customs clearance

12. Maintaining a file of post report information

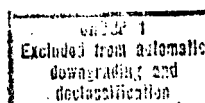
13. Preparing necessary authorization for travelers to obtain an advance of funds

The following functions are performed for domestic travelers:

1. Making reservations
2. Purchasing tickets
3. Advancing funds for transportation

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4. Computing and paying claims incident to invitational travel of candidates for employment.

The strategic position of CPB in the travel processing cycle makes possible an element of employee control which has attracted to the Branch a number of "roadblock" responsibilities. CPB is charged with insuring that staff employees traveling overseas under  official cover do not depart headquarters until:

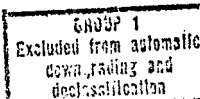
1. They are briefed regarding risk of capture and interrogation.
2. They have clearance from the Office of Medical Services.
3. They are briefed on the threat of hostile audio surveillance and possible counter-measures (required only of PCS travelers).
4. They are cleared by the Office of Security.
5. They have been slotted in appropriate field positions (required only of PCS travelers).
6. They have had an opportunity to participate in available insurance programs.
7. They have clearance from the appropriate operating component.

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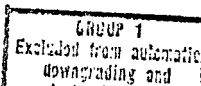
9. They are cleared by the Library (required only of PCS travelers).
10. They are cleared by the Office of Logistics to insure return of any Agency equipment charged to the traveler (required only of PCS travelers).
11. They are cleared by the Records Integration Division to insure return of any registered documents charged to the traveler (required only of PCS travelers).

It would appear from statistics on the Branch's production that there has been no appreciable change in workload during the reporting period.\* However, it should be remembered that a number of responsibilities were added which, while not changing the number of travelers, did increase the amount of effort required to process a traveler.

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\* See Appendix F.

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Security Information

APPENDIX D

July 22, 1953

## ORGANIZATION AND METHODS SERVICE

## SURVEY REPORT

SUBJECT: Central Processing of Travelers

1. PROBLEM. The problem approached by this report is the elimination of duplication of effort between the Central Processing Branch, Personnel Division (Covert), Personnel Office, and the Passenger Movement Branch, Transportation Division, Logistics Office.
2. FACTS BEARING ON THE PROBLEM. Meetings were held in the Office of the ADP/A on 15 April and 3 June 1953, at which determinations were reached as indicated by Attachments A and B, Memorandums for the Record prepared by Mr. [redacted] Special Assistant to the ADP/A.

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Following these meetings, representatives of the Personnel Office and Logistics Office agreed to establish a committee to work out the details of the decisions indicated by Attachments A and B. This committee prepared a proposed distribution of duties and responsibilities for the processing of travelers, Attachment C.

## 3. DISCUSSION AND CONCLUSIONS.

- a. In general, Attachment C provides that the work of processing travelers, for both overseas and domestic travel, should be done by C/P. It also provides that the LO has staff and technical responsibility for transportation matters, and that the more technical aspects of processing travelers, such as handling personal effects (unaccompanied baggage, household goods, automobiles) should remain in P/E.
- b. In order to accomplish this, authority to secure transportation should be delegated to the AD/Personnel which he may redelegate as necessary. A proposed delegation of Authority, Attachment D, has been prepared.

c.

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- d. Attachment C, paragraph h, provides for tentative tables of organization for C/P and P/E totalling [redacted] positions. Since C/P has been planning a review of its entire T/O, it is believed that the establishment of detailed T/O's for the travel processing function should

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25X9 be made the subject of a separate study with the understanding that  
 25X9 the number of positions will not exceed the totals shown for each  
 element in Attachment C, i.e. ☐ positions in ☐ Section and  
☐ positions in PNB.

- e. As indicated in Attachment C, paragraph 6, implementation of this proposal depends upon the availability of space. Subject to prompt submission to General Services of Personnel Office requirements as to partitions, telephone and other service facilities for CFB, the space may be available by 31 July 1953.

4. RECOMMENDATIONS. It is recommended that:

- a. Attachment C, Proposed Distribution of Duties and Responsibilities for the Processing of Travelers, be approved.  
 b. Attachment D, Delegation of Authority to the AD/Personnel, be approved by the Chief of Logistics.

25X1A c. Attachment E, Proposed change in ☐ be approved.

- d. The Personnel Office and Logistics Office, in cooperation with OAM Service, recommend as promptly as possible detailed T/O's to conform to the requirements of the work as provided herein.  
 e. The implementation of this proposal be made effective with the availability of additional space for CFB.  
 f. The OAM Service be directed to assist the CFB and PNB in the implementation of the procedural changes contemplated by Attachment C.

(s)

W. L. PEEL

Management Officer

Concurrences:

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I have signed attached delegation of authority in compliance with the directive of the ADDA. Although I do not concur with the organization herein proposed, because I am of the opinion that it violates the principles of centralized administration, this Office will render all possible assistance to make the plan work.

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SUPPORT DIRECTORATE

OFFICE OF PERSONNEL  
~~PERSONNEL AND SERVICES DIVISION~~  
CENTRAL PROCESSING BRANCH

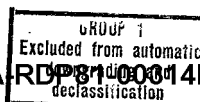
1951 - 71

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FOREWORD

[ To make it possible for interested persons to pursue any questions they may have with senior personnel on duty at the time a list of Branch Chiefs and Deputy Branch Chiefs has been provided.\* Any history of the Branch would, however, be incomplete with out due recognition of the accomplishments of Mrs. [redacted]. She entered on duty with OSS 22 February 1942 and retired from the Agency 27 October 1961. During this period, she made such an outstanding contribution to the foreign travel activities of the Agency that she was well recognized as an authority on the subject. At the time of retirement she was Chief of the [redacted] Section (now [redacted] Section).

\* See Tab A

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CENTRAL PROCESSING BRANCH \*

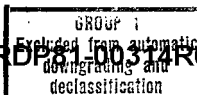
I. INTRODUCTION

It is evident that in the early days of the Agency, travel processing was not well stabilized. During the period 1947 - 51 responsibility was centralized and decentralized a number of times.

In 1947 the method of processing travelers was decentralized. The individual was required to report first to the Personnel Division, Office of Special Operations (OSO), then to the [redacted] Sections of the Finance Division and to the Transportation Division. Since each of these Offices was located in a different area, the traveler was inconvenienced; the period of processing was lengthy and time consuming; and in the separate briefings, Offices often gave conflicting information. This system of processing remained in effect during the changeover from Personnel Division, OSO, to Covert Personnel Division, CIA, and continued during the early days of the Special Support Staff, established in 1949 under the Executive for Administration and Management, CIA.

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It is believed that complaints from operating components, concerning duplication of effort in briefing and abnormal amount<sup>s</sup> of time for processing, influenced a change. In mid 1950 the functions and personnel in the Special Support Staff involved in travel processing were merged into a single group. There is no doubt in the mind of the author that more efficient processing resulted.

In late 1950 it seemed to be fashionable to have clear demarcation of functional lines of responsibility. Consequently the specialized functions connected with personnel, transportation, finance, etc., were again performed by the separate Offices, and the method for processing travelers reverted to the system that had already proven ineffective. The same problems arose and <sup>again</sup> complaints from operating components, similar to those noted previously, poured in. This condition existed until mid 1951, when the DD/A decreed a comprehensive realignment of the transportation functions of the Agency.

II. CHRONOLOGICAL NARRATIVE

Central Processing Branch was established under the Assistant Director (Personnel) by CIA [redacted] dated 8 October 1951, "for the coordination of all phases of travel operations to meet requirements for the Agency." Pending establishment of an official Table of Organization (17 January 1952),\*\* personnel who had been involved in travel processing were detailed to CPB from the Offices of Personnel, Logistics, Finance, Security and the Medical Staff. The Branch was charged with the responsibility for obtaining passports and visas for travelers at headquarters. Responsibility for documentation for out-of-town travelers, mostly dependents, rested with the Transportation Division, Office of Logistics. Also, although travelers' itineraries and the paperwork necessary for shipment and storage of personal property were prepared by CPB, the reservations and arrangements for moving personal property were handled by the Transportation Division.

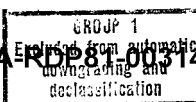
Differences between the Office of Personnel and the

\* See Tab B *app 11/18*

\*\* See Tab C

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Office of Logistics over the apparent overlapping of responsibility continued until 22 July 1953 when the Deputy Director, Administration, X assigned to CPB responsibility for documentation of all travelers and procurement of transportation. Responsibility for movement of personal property remained with the Transportation Division [REDACTED]

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After the transfer of personnel brought by the July 1953 action of the DD/A, CPB had a total authorized complement of 26 and one person each on detail from the Medical Staff and the Office of Security. The official Table of Organization approved 19 November 1953 provided four sections in the Branch

- - [REDACTED] Sections. The [REDACTED] Section had a staff of two people. It had responsibility for briefing and processing all staff agents and their dependents for overseas movement. Also, serving in an advisory capacity, when requested, in connection with the technical and administrative details of movements of covert individuals and their dependents overseas.

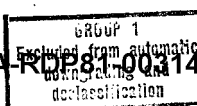
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The Medical Technician, along with his duties, was recalled to his parent office in the spring of 1954. It was felt, apparently, that this would permit greater utilization of his time. In September 1954 the Branch was reorganized; some travel-counseling functions of the Office of the Branch

\* See Tab D

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Chief were moved to the [ ] Section. The duties of the

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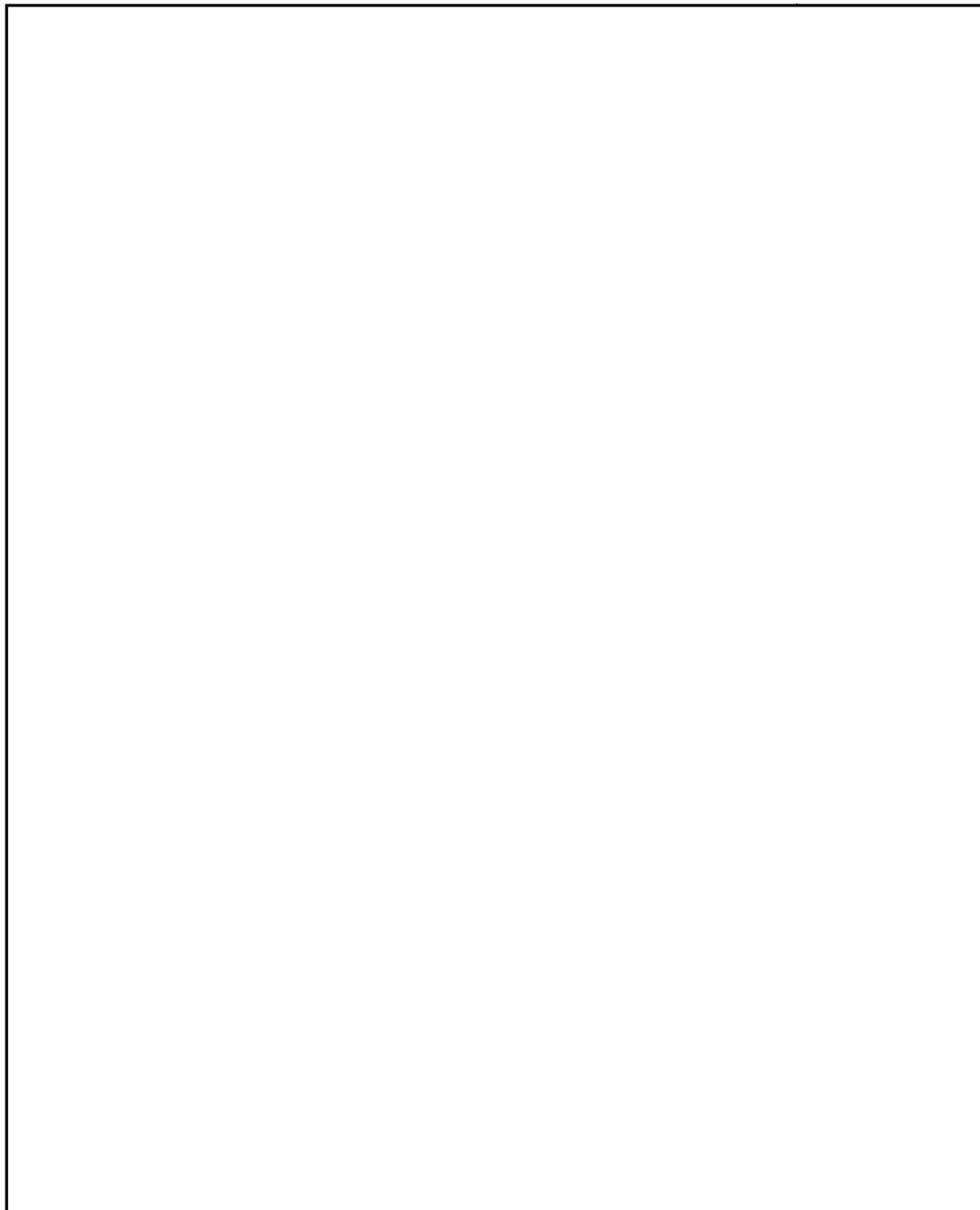
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[ ] Section were distributed among the other elements of

the Branch, thereby eliminating the [ ] Section.

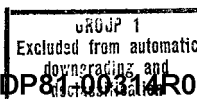
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CPB acquired responsibility for movement of personal effects when the DD/S transferred the [redacted] Section, Office of Logistics to the Office of Personnel, HN [redacted] dated 6 May 1966.

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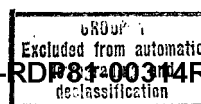
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\* See Tab F

\*\* See Tab G

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### III. FUNCTIONS AND RESPONSIBILITIES

CPB is comprised of personnel, finance, and logistics technicians charged with responsibility for assisting persons engaged in official travel to the maximum possible extent, compatible with cover and security. This assistance involves areas of salary, allowances, per diem, insurance, reservations, tickets, baggage, household effects, automobiles, passports, cover orders, visas, identity card, and invitational travel claims.

Upon receipt of an Agency travel order for foreign travel, the traveler is advised by a CPB technician by telephone of the assistance available and invited to make use of the service. Specific functions performed for overseas travelers utilizing nominal official cover include the following:

1. Obtaining passports
2. Obtaining visas

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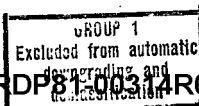
5. Making travel reservations

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7. Purchasing tickets

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8. Preparing Government Bills of Lading
9. Arranging shipment and storage of household effects
10. Arranging shipment of personal and quasi-personal vehicles
11. Arranging customs clearance
12. Maintaining a file of post report information
13. Preparing necessary authorization for traveler to obtain an advance of funds

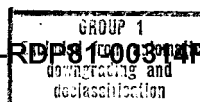
The following functions are performed for domestic travelers:

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4. Computing and paying claims incident to invitational travel of candidates for employment.

The strategic position of CPB in the travel processing cycle makes possible an element of employee control which has attracted to the Branch a number of "roadblock" responsibilities. CPB is charged with insuring that staff employees traveling overseas [ ] do not depart headquarters until:

1. They are briefed regarding risk of capture and interrogation.

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2. They have clearance from the Office of Medical Services.
3. They are briefed on the threat of hostile audio surveillance and possible counter-measures (required only of PCS travelers).
4. They are cleared by the Office of Security.
5. They have been slotted in appropriate field positions (required only of PCS travelers).
6. They have had an opportunity to participate in available insurance programs.
7. They have clearance from the appropriate operating component.
8.
9. They are cleared by the Library (required only of PCS travelers).
10. They are cleared by the Office of Logistics to insure return of any Agency equipment charged to the traveler (required only of PCS travelers).
11. They are cleared by the Records Integration Division to insure return of any registered documents charged to the traveler (required only of PCS travelers).

It would appear from statistics on the Branch's production that there has been no appreciable change in workload during the reporting period.\* However, it should be remembered that a number of responsibilities were added which do not change the number of travelers, but does increase the amount of effort required to process a traveler.

---

\* See Tab H

SENIOR PERSONNEL ASSIGNED

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TABLES OF ORGANIZATION

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ORGANIZATION AND METHODS SERVICE SURVEY REPORT

DATED 22 JULY 1953

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July 22, 1953

ORGANIZATION AND METHODS SERVICE

SURVEY REPORT

SUBJECT: Central Processing of Travelers

1. PROBLEM. The problem approached by this report is the elimination of duplication of effort between the Central Processing Branch, Personnel Division (Covert), Personnel Office, and the Passenger Movement Branch, Transportation Division, Logistics Office.
2. FACTS BEARING ON THE PROBLEM. Meetings were held in the Office of the ADP/A on 15 April and 3 June 1953, at which determinations were reached as indicated by Attachments A and B, Memorandums for the Record prepared by Mr. [redacted] Special Assistant to the ADP/A.

25X1A

Following these meetings, representatives of the Personnel Office and Logistics Office agreed to establish a committee to work out the details of the decisions indicated by Attachments A and B. This committee prepared a proposed distribution of duties and responsibilities for the processing of travelers, Attachment C.

3. DISCUSSION AND CONCLUSIONS.

- a. In general, Attachment C provides that the work of processing travelers, for both overseas and domestic travel, should be done by CPM. It also provides that the LO has staff and technical responsibility for transportation matters, and that the more technical aspects of processing travelers, such as handling personal effects (unaccompanied baggage, household goods, automobiles) should remain in PHE.
- b. In order to accomplish this, authority to secure transportation should be delegated to the AD/Personnel which he may redelagate as necessary. A proposed delegation of Authority, Attachment L, has been prepared.

c.

25X1A

- d. Attachment C, paragraph 4, provides for tentative tables of organization for CPM and PHE totalling 24 positions. Since CPM has been planning a review of its entire T/O, it is believed that the establishment of detailed T/O's for the travel processing function should

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be made the subject of a separate study with the understanding that the number of positions will not exceed the totals shown for each element in Attachment C, i.e. ☐ positions in CPB Travel Section and ☐ positions in PMB.

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- e. As indicated in Attachment C, paragraph 6, implementation of this proposal depends upon the availability of space. Subject to prompt submission to General Services of Personnel Office requirements as to partitions, telephone and other service facilities for CPB, the space may be available by 31 July 1953.

h. RECOMMENDATIONS. It is recommended that:

- a. Attachment C, Proposed Distribution of Duties and Responsibilities for the Processing of Travelers, be approved.
- b. Attachment D, Delegation of Authority to the AD/Personnel, be approved by the Chief of Logistics.

25X1A

- c. ☐
- d. The Personnel Office and Logistics Office, in cooperation with OAM Service, recommend as promptly as possible detailed T/O's to conform to the requirements of the work as provided herein.
- e. The implementation of this proposal be made effective with the availability of additional space for CPB.
- f. The OAM Service be directed to assist the CPB and PMB in the implementation of the procedural changes contemplated by Attachment C.

(s)

W. L. PEEL

Management Officer

Concurrences:

I have signed attached delegation of authority in compliance with the directive of the ADDA. Although I do not concur with the organization herein proposed, because I am of the opinion that it violates the principles of centralized administration, this Office will render all possible assistance to make the plan work.

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STATISTICS

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26 January 1971

Memo for the Record

Subject: CPB History

25X1A The latest draft (25 January 1971) of the CPB History was reviewed with Dr. [ ] 25 January 1971. His remarks were encouraging. The text appeared to be acceptable. He did, however, have some suggestions about rearranging the material and recommended that a "Foreword" be used to present an "undocumented" narrative of travel processing between 1947 and 1951.

25X1A [ ] attended the meeting.

25X1A  
[ ]  
Chief, Central Processing Branch

SUPPORT DIRECTORATE

OFFICE OF PERSONNEL

BENEFITS AND SERVICES DIVISION

CENTRAL PROCESSING BRANCH

PREPARED BY

25X1A

REVISED DRAFT, 25 JANUARY 1971

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II. Functions and Responsibilities	6

ATTACHMENTS

- A. Tables of Organization
- B. Senior Personnel Assigned
- C. Statistics
- 25X1A D.
- E. Organization and Methods Service Survey Report dated 22 July 1953
- 25X1A F.
- G.
- H.

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CENTRAL PROCESSING BRANCHI. CHRONOLOGICAL NARRATIVE

Central Processing Branch was established under the Assistant Director (Personnel) by CIA Regulation  8 October 1951, "for the coordination of all phases of travel operations to meet requirements for the Agency." Pending establishment of an official Table of Organization (17 January 1952), personnel who had been involved in travel processing were detailed to CPB from the Offices of Personnel, Logistics, Finance, Security and the Medical Staff. The Branch was charged with the responsibility for obtaining passports and visas for travelers at headquarters. Responsibility for documentation for out-of-town travelers, mostly dependents, rested with the Transportation Division, Office of Logistics. Also, although travelers' itineraries and the paperwork necessary for shipment and storage of personal property were prepared by CPB, the reservations and arrangements for moving personal property were handled by the Transportation Division.

Differences between the Office of Personnel and the

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Office of Logistics over the apparent overlapping of responsibility continued until 22 July 1953 when the Deputy Director, Administration, assigned to CPB responsibility for documentation of all travelers and procurement of transportation. Responsibility for movement of personal property remained with the Transportation Division.

After the transfer of personnel brought by the July 1953 action of the DD/A, CPB had a total authorized complement of 26 and one person each on detail from the Medical Staff and the Office of Security. The official Table of Organization approved 19 November 1953 provided four sections in the Branch - - [ ] Sections. The [ ] Section had a staff of two people. It had responsibility for briefing and processing all staff agents and their dependents for overseas movement. Also, serving in an advisory capacity, when requested, in connection with the technical and administrative details of movements of covert individuals and their dependents overseas.

The Medical Technician, along with his duties, was recalled to his parent office in the spring of 1954. It was felt, apparently, that this would permit greater utilization of his time. In September 1954 the Branch was reorganized; some travel-counseling functions of the Office of the Branch

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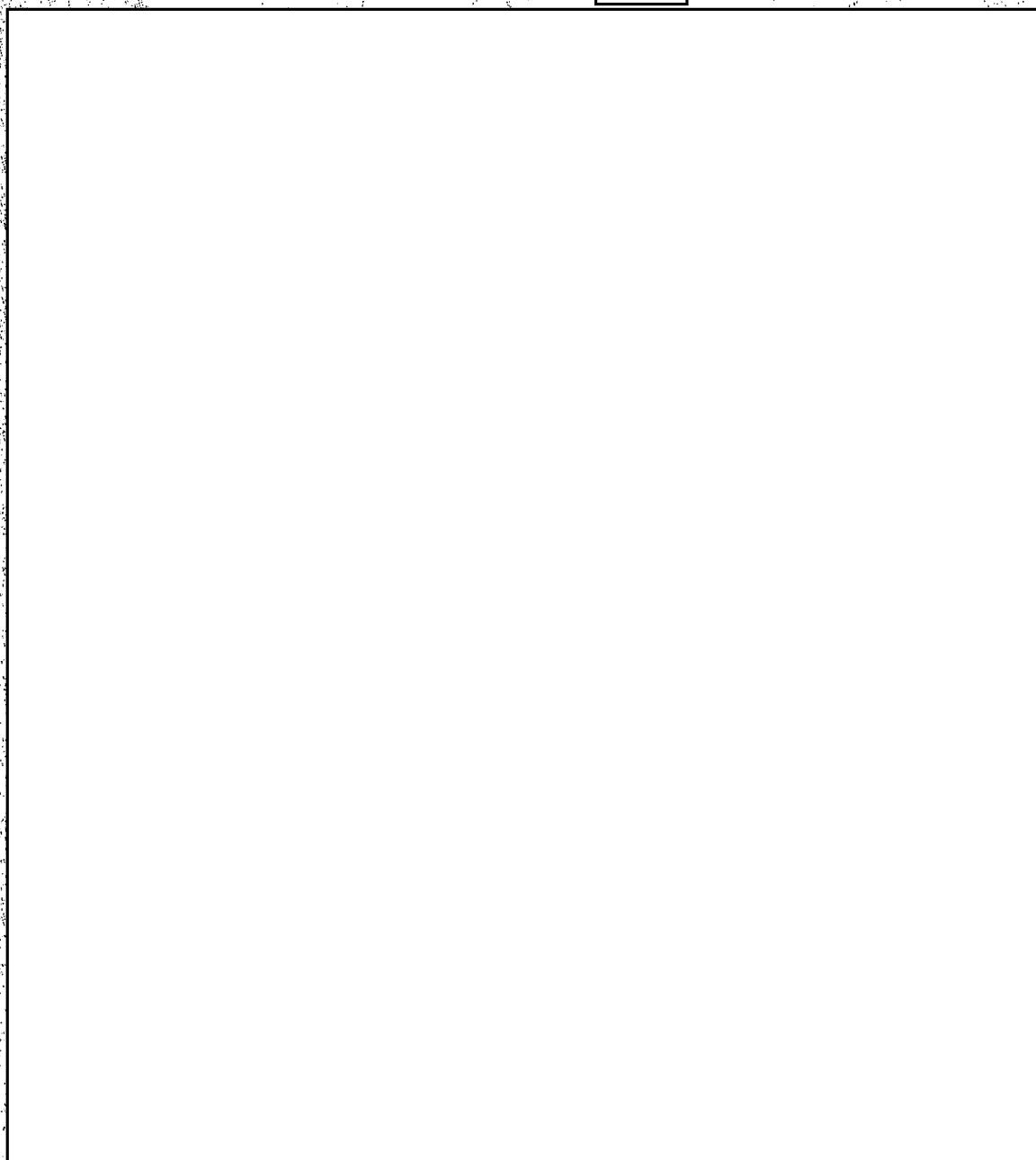
Chief were moved to the [ ] Section. The duties of the

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[ ] Section were distributed among the other elements of

the Branch, thereby eliminating the [ ] Section.

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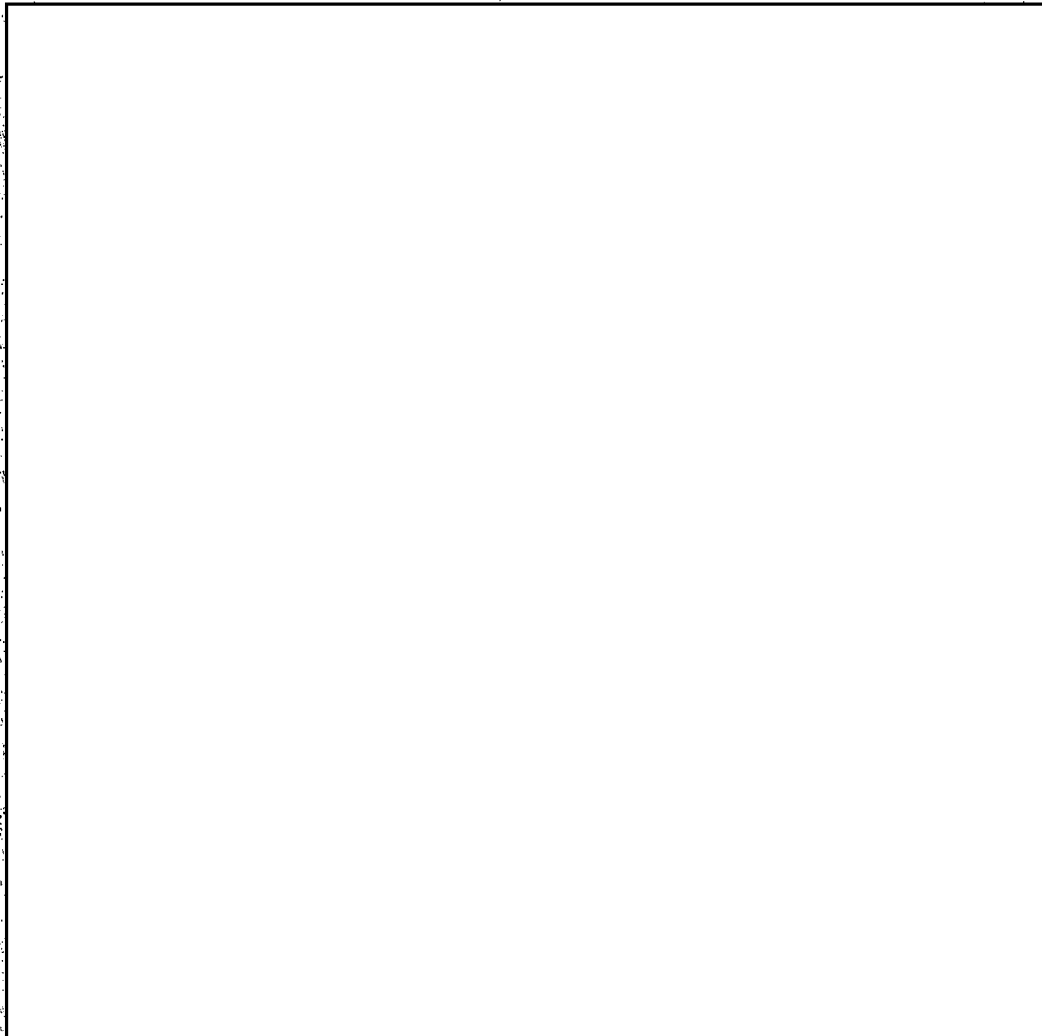


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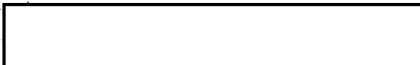
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CPB acquired responsibility for movement of personal effects when the DD/S transferred the [redacted] Section, Office of Logistics to the Office of Personnel, [redacted]

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## II. FUNCTIONS AND RESPONSIBILITIES

CPB is comprised of personnel, finance, and logistics technicians charged with responsibility for assisting persons engaged in official travel to the maximum possible extent, compatible with cover and security. This assistance involves areas of salary, allowances, per diem, insurance, reservations, tickets, baggage, household effects, automobiles, passports, cover orders, visas, identity card, and invitational travel claims.

Upon receipt of an Agency travel order for foreign travel, the traveler is advised by a CPB technician by telephone of the assistance available and invited to make use of the service. Specific functions performed for overseas travelers utilizing nominal official cover include the following:

1. Obtaining passports
2. Obtaining visas

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5. Making travel reservations

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7. Purchasing tickets

- 6 -

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declassification

8. Preparing Government Bills of Lading
9. Arranging shipment and storage of household effects.
10. Arranging shipment of personal and quasi-personal vehicles.
11. Arranging customs clearance
12. Maintaining a file of post report information
13. Preparing necessary authorization for traveler to obtain an advance of funds

The following functions are performed for domestic travelers:

1. Making reservations
2. Purchasing tickets
3. Advancing funds for transportation
4. Computing and paying claims incident to invitational travel of candidates for employment.

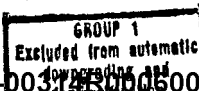
The strategic position of CPB in the travel processing cycle makes possible an element <sup>of</sup> ~~to~~ employee control which has attracted to the Branch a number of "roadblock" responsibilities. CPB is charged with insuring that staff employees traveling overseas under  do not depart headquarters until:

1. They are briefed regarding risk of capture and interrogation.

2. They have clearance from the Office of Medical Services.
3. They are briefed on the threat of hostile audio surveillance and possible counter-measures (required only of PCS travelers).
4. They are cleared by the Office of Security.
5. They have been slotted in appropriate field positions (required only of PCS travelers).
6. They have had an opportunity to participate in available insurance programs.
7. They have clearance from the appropriate operating component.
- 8.
9. They are cleared by the Library (required only of PCS travelers)
10. They are cleared by the Office of Logistics to insure return of any Agency equipment charged to the traveler (required only of PCS travelers)
11. They are cleared by the Records Integration Division to insure return of any registered documents charged to the traveler (required only of PCS travelers).

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ORGANIZATION AND METHODS SERVICE SURVEY REPORT

DATED 22 JULY 1953



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July 22, 1953

## ORGANIZATION AND METHODS SERVICE

## SURVEY REPORT

SUBJECT: Central Processing of Travelers

1. PROBLEM. The problem approached by this report is the elimination of duplication of effort between the Central Processing Branch, Personnel Division (Covert), Personnel Office, and the Passenger Movement Branch, Transportation Division, Logistics Office.
2. FACTS BEARING ON THE PROBLEM. Meetings were held in the Office of the AED/A on 15 April and 3 June 1953, at which determinations were reached as indicated by Attachments A and B, Memorandums for the Record prepared by Mr. [ ] Special Assistant to the ID/A.

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Following these meetings, representatives of the Personnel Office and Logistics Office agreed to establish a committee to work out the details of the decisions indicated by Attachments A and B. This committee prepared a proposed distribution of duties and responsibilities for the processing of travelers, Attachment C.

## 3. DISCUSSION AND CONCLUSIONS.

- a. In general, Attachment C provides that the work of processing travelers, for both overseas and domestic travel, should be done by CPM. It also provides that the LO has staff and technical responsibility for transportation matters, and that the more technical aspects of processing travelers, such as handling personal effects (unaccompanied baggage, household goods, automobiles) should remain in PNB.
- b. In order to accomplish this, authority to secure transportation should be delegated to the AD/Personnel which he may redelegate as necessary. A proposed delegation of Authority, Attachment D, has been prepared.

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c.

- d. Attachment C, paragraph h, provides for tentative tables of organization for CPM and PNB totalling [ ] positions. Since CPM has been planning a review of its entire T/O, it is believed that the establishment of detailed T/O's for the travel processing function should

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25X9 be made the subject of a separate study with the understanding that  
25X9 the number of positions will not exceed the totals shown for each  
element in Attachment C, i.e. ☐ positions in ☐ Section and  
☐ positions in PMB. 25X1

- e. As indicated in Attachment C, paragraph 6, implementation of this proposal depends upon the availability of space. Subject to prompt submission to General Services of Personnel Office requirements as to partitions, telephone and other service facilities for CPB, the space may be available by 31 July 1953.

4. RECOMMENDATIONS. It is recommended that:

- a. Attachment C, Proposed Distribution of Duties and Responsibilities for the Processing of Travelers, be approved.
- b. Attachment D, Delegation of Authority to the AD/Personnel, be approved by the Chief of Logistics.

25X1A

- c. ☐
- d. The Personnel Office and Logistics Office, in cooperation with OAM Service, recommend as promptly as possible detailed T/U's to conform to the requirements of the work as provided herein.
- e. The implementation of this proposal be made effective with the availability of additional space for CPB.
- f. The OAM Service be directed to assist the CPB and PMB in the implementation of the procedural changes contemplated by Attachment C.

(s)

W. L. PEEL

Management Officer

I have signed attached delegation of authority in compliance with the directive of the ADDA. Although I do not concur with the organization herein proposed, because I am of the opinion that it violates the principles of centralized administration, this Office will render all possible assistance to make the plan work.

Concurrences:

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8 October 1970

MEMORANDUM FOR: [ ] Office of Personnel  
THROUGH : [ ] Historical Officer, *JJK 9 Oct 70*  
Office of Personnel  
FROM : Support Services Historical Officer (SSHO)  
SUBJECT : Review of Miscellaneous Outlines and  
Draft Reports on Benefits and Services

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1. Per your request of 5 October 1970, I have examined the various bits and pieces of "ancient history" that had accumulated in your Division. My thoughts are as follows:

a. Draft report on Central Processing Branch:

1) This segment needs a bit of polishing as noted on the copy, and at one or two points needs some expansion--see my questions regarding travel patterns and personnel qualifications (p. 6), domestic vs. foreign travel costs (p. 8), and elaboration of statistics (p. 14).

2) Since the details are apparently available, the report should be updated to cover 1969.

b. Draft report on Fund Drives:

1) I agree with the comments [ ] made regarding the need for various expansions, but you should provide even more data on EAF and PSAS. With reference to EAF, for example:

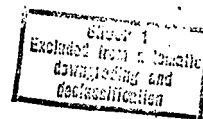
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a) How many dependents have used the fund?

b) Annual expenditures for EAF?

c) Rationale for EAF grants? Give specific examples (without naming names, of course).

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2) Provide similar data for PSAS.

3) Update report to cover 1969.

2. I have mixed emotions about the outlines which you gave me:

a. If we hold to the present schedule, I would recommend that a single historical report be prepared encompassing Honor and Merit Awards, Suggestion and Invention Awards, and Public Service Awards. Such a combination (with any other items which you think might fit into the story) would provide a more satisfactory report than any of the three alone. It strikes me, too, that the outlines reflect singularly little interest in talking about the people who have won these various awards. The focus seems to be on organization and mission. To suggest, as does the outline on Honor and Merit Awards, that only the names--not the stories--of award winners be included in the history denigrates the human element which makes this (or any other) institution go.

b. To accomplish the recommendation in Par. 2a, above, it will be necessary to develop a single outline rather than trying to work from the three outlines which you now have--the one on Suggestion and Invention Awards is far too repetitious and the one on Public Service Awards far too thin.

c. Based on examination of the outlines on Benefits and Counseling Branch, Casualty Planning, Insurance Branch, and Missing in Action Cases. I wonder if these items could not be combined into a single report since it appears that the types of services are sufficiently interrelated to make a more useful package that is possible with any one of the given individual segments.

d. The report on Retirement Policies and Practices would seem to warrant a separate chapter, but as noted on the copy of the outline, there are some areas which involve numbers of personnel and staffing that need to be explored.

3. Although adoption of the above suggestions should result in acceptable histories of the various functions, I believe that the story of Benefits and Services would be more effective if presented in a single volume history of

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the Division. The segments discussed in Pars. 1 and 2 above noted could be prepared (or revised) in much the same manner as noted, but they would be highlighted by a summary chapter giving the broad overview of the total Division activity. I do not know your personnel situation, but hopefully you could find a body to pull the story together. Naturally, however, I must defer to your judgment on this suggestion.



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Comments on Draft Paper on Central Processing Branch

Page 1

The Special Support Staff is mentioned as having been established in 1949, but its organizational location, functions, and responsibilities are not spelled out so that the reader can understand why the Staff conducted a survey of travel processing. It is also noted that as a result of the survey, a consolidation took place in May of 1950; who decided on the consolidation?

Page 2

25X1A A copy of CIA [ ] should be included as an attachment.

Page 3

It is noted that questions pertaining to the movement of personal property arose again in 1965, but it is not stated who made the decision to transfer any functions or what other method was used to reach agreement.

This page also contains comments about Tables of Organizations and early ones are included in Attachment 1; it would seem appropriate to include the as of the close of the period being discussed.

The [ ] Section is referred to but there is no description of the size or functions of this Section.

It is noted that the medical technician was recalled to his parent office in 1954; why? What happened to the Security detailee (previously **MENTIONED**).

The last paragraph talks about special passports, but it is not clear for whom these were obtained. It would appear from subsequent changes involving

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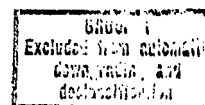
Although the use of Agency couriers to obtain visas for [ ] travelers was apparently changed in 1955, the change in the manner of obtaining visas for employees [ ] was not accomplished until 1960. Why?

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A copy of Office of Personnel memorandum [ ] should be included in the attachments.

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CENTRAL PROCESSING BRANCH

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Comments (cont'd)

-2-

Page 6

25X1A A copy of Headquarters Notice [ ] should also be included as an attachment.

25X1A The implication is that [ ] transportation was not utilized by the Agency until April 1967; this I believe is not factually correct as our people were using it in 1965. Consider rewriting this part.

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Page 7

The remarks concerning Agency travel orders and cover orders is not clear to the uninitiated. Could this be rewritten in layman's language so that the many time consuming functions that the Branch performs are clear to an individual who has had no contact with the Branch?

CENTRAL PROCESSING BRANCH

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D R A F T

CENTRAL PROCESSING BRANCH ~~HISTORY~~

Prepared by:

C/CPB

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S E C R E T

29 September 1967

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S E C R E T

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CHAPTER I

CHRONOLOGICAL NARRATIVE

S E C R E T

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## CHAPTER I. Chronological Narrative

Coordination of the overseas movement of personnel became the responsibility of the Personnel Division, Office of Special Operations (OSO), in early 1947. The method of processing travelers at that time was decentralized. The individual was required to report first to the Personnel Division, then to the [ ] Sections of the Finance Division and to the Transportation Division. Since each of these Offices was located in a different area, the traveler was inconvenienced; the period of processing was lengthy and time-consuming; and in the separate briefings, Offices often gave conflicting information. This system of processing remained in effect during the changeover from the Personnel Division, OSO, to the Covert Personnel Division, CIA, and continued during the early days of the Special Support Staff which was established in 1949.

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After many complaints from operating offices concerning the duplication of effort in briefing the individual and the abnormal amount of time required in processing him, the Special Support Staff conducted a survey of the situation. The result of the survey was a consolidation in May 1950 which merged the functions and personnel of the Overseas Branch, Personnel Division, and the Passenger Section, Transportation Division, and some of the functions performed by the Travel Branch, Finance Division. More efficient processing of travelers was the result.

The Special Support Staff was responsible for the function until December 1950 when the Deputy Director, Administration, decided that there should be clear lines of demarcation in the functions of the

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administrative components of the Agency. Consequently the specialized functions connected with personnel, transportation, finance, etc., were again performed by the separate Offices, and the method for processing travelers reverted to the system that had already proven ineffective. The same problems arose and complaints from operating offices, similar to those noted previously, poured in.

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In an attempt to eliminate problems caused by decentralized ~~travel processing~~, the Central Processing Branch was established as a component of the Personnel Division, Covert, by CIA Regulation [REDACTED] 8 October 1951, "for the coordination of all phases of travel operations to meet the requirements of the Agency." Pending establishment of an official Table of Organization (17 January 1952), personnel who had been involved in travel processing were detailed to CPB from the Offices of Personnel, Logistics, Finance, Security and the Medical Staff. While this action succeeded in alleviating many of the problems, there still existed an area of overlapping and duplication of effort between the Branch and the Transportation Division, [REDACTED] The Branch was charged with the responsibility for obtaining passports and visas for travelers at headquarters. Responsibility for documentation for out-of-town travelers, mostly dependents, rested with the Transportation Division. Also, although travelers' itineraries and the paperwork necessary for shipment and storage of personal property were prepared by CPB, the reservations and arrangements for moving personal property were handled by the Transportation Division.

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Differences between the Office of Personnel and the Office of Logistics over the apparent overlapping of responsibility continued until 22 July 1953 when the Deputy Director, Administration, assigned to CPB responsibility for documentation of all travelers and procurement of transportation. Responsibility for movement of personal property remained with the Transportation Division. The question of proper placement of this area of responsibility was reopened early in 1965. By the end of the year it had been agreed to transfer this function to CPB. Because of space limitations the physical transfer of employees and operations did not take place until March 1966.

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After the transfer of personnel brought by the July 1953 action of the DD/A, CPB had a total authorized complement of [ ] and one person each on detail from the Medical Staff and the Office of Security. The official Table of Organization approved 19 November 1953 provided four sections in the Branch, the [ ] Sections. The Medical Technician along with his duties was recalled to his parent Office in the spring of 1954. In September 1954 the Branch was reorganized; some travel-counseling functions of the Office of the Branch Chief were moved to the [ ] Section. The duties of the [ ] Section were distributed among the other elements of the Branch, thereby eliminating the [ ] Section.

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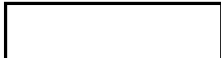
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Also in 1955 CPB was charged with the responsibility for scheduling overseas returnees for CIA review lectures. 

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For a number of years there had been a feeling on the part of numerous senior personnel that the entire travel processing function might be accomplished more efficiently by generalist technicians rather than by specialists. In the fall of 1956 a training program was initiated to convert the technicians from specialists to generalists. The program was carried on throughout most of 1957, then abandoned. It became evident that the multiplicity of detail in the entire processing function was too much for the average individual to retain

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## CHAPTER II. Functions and Responsibilities

CPB is comprised of personnel, finance, and logistics technicians charged with responsibility for assisting persons engaged in official travel to the maximum possible extent, compatible with cover and security. This assistance involves salary, allowances, per diem, insurance, reservations, tickets, baggage, household effects, automobiles, passports, cover orders, visas, identity cards, and invitational travel claims.

ILLEGIB

~~CPB is the central distribution point for agency travel orders.~~

*Agency travel*  
Upon receipt of an order for foreign travel, the traveler is advised by telephone of the assistance available and invited to make use of the service. Specific functions performed for overseas travelers utilizing nominal official *what?* include the following:

1. Obtaining passports
2. Obtaining visas

25X1C

5. Making travel reservations
6. Purchasing tickets
7. Preparing Government bills of lading
8. Arranging shipment and storage of household effects
9. Arranging shipment of personal and quasi-personal vehicles
10. Arranging customs clearance
11. Maintaining a file of post report information
12. Preparing necessary authorization for traveler to obtain an advance of funds

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*to what?*

The following additional functions are performed for domestic travelers:

1. Making reservations
2. Purchasing tickets
3. Advancing funds for transportation
4. Computing and paying claims incident to invitational travel of candidates for employment
5. Advising PCS travelers regarding shipment of household effects

The strategic position of CPB in the travel processing cycle makes possible annelement of employee control which has attracted to the Branch a number of "roadblock" responsibilities. CPB is charged with insuring that staff employees traveling overseas under nominal official cover do not depart Headquarters until:

1. They are briefed regarding risk of capture and interrogation
2. They have clearance from the Office of Medical Services
3. They are briefed on the threat of hostile audio surveillance and possible counter-measures (required only of PCS travelers).
4. They are cleared by the Office of Security
5. They have been slotted in appropriate field positions (required only of PCS travelers).
6. They have had an opportunity to participate in available insurance programs
7. They have clearance from the appropriate operating component

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9. They are cleared by the Library (required only of PCS travelers)
10. They are cleared by the Office of Logistics (required only of PCS travelers)
11. They are cleared by the Records Integration Division (required only of PCS travelers)

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